



USAID | RUSSIA

FROM THE AMERICAN PEOPLE

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Subject: Annual Program Statement No. USAID/Russia-06-0005-APS – Development Alliances

The United States Government, as represented by the United States Agency for International Development (USAID), Mission in Russia invites interest from prospective partner organizations to form Development Alliances to carry out activities in support of the USAID/Russia's development objectives. Alliance partners are expected to bring significant new resources, ideas, technologies, and/or partners to address development problems in the areas where USAID/Russia is currently working. Partners could include a wide range of organizations, examples of which are discussed below. Successful applications must provide at least a 1:1 resource matching to focus on priority development activities within the USAID/Russia's Strategy. Note that, throughout this document, references to "alliance partners" are understood to include partners that may consist of one or more entities or individuals.

This program is authorized in accordance with the Foreign Assistance Act of 1961, as amended, and the Freedom for Russia and Emerging Eurasian Democracies and Open Markets Support Act of 1992, as amended.

In accordance with USAID Automated Directives System E303.5.4a, the allowable time for receipt of concept papers under this Annual Program Statement is twelve months beyond the issuance date of June 21, 2006. However, be advised that the concept papers will be evaluated on a "first come – first served" basis beginning as early as June 30, 2006. Accordingly, it is possible that once the evaluation process begins, funding may be exhausted before the June 21, 2007 final deadline for receipt of concept papers.

This APS seeks applications that propose alliances to implement development programs in Russia in one or several sectors as follows: regional and community development; civil society strengthening; rule-of-law and human rights; health; and SME development. Please see Annex A for a full discussion of the sectors and programmatic activities for which the USAID/Russia seeks to develop Development Alliances. USAID/Russia will review alliance applications using a process described in Section III of this APS to make a decision about joining a proposed alliance and making a contribution to it.

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USAID anticipates supporting activities solicited through this APS with a total funding of \$1,800,000 over three years. The actual number of awards under this APS is subject to the availability of funds and the scope of the applications received. The minimum award threshold will be \$100,000 per year. All the applications will be evaluated in terms of their contribution to USAID development objectives in Russia. USAID/Russia reserves the right to make multiple awards or no awards at all through this APS.

USAID/Russia reserves the right to reduce, revise, or increase budgets in accordance with the needs of the program and the availability of funds. Awards made will be subject to periodic reporting and evaluation requirements and substantial involvement by USAID/Russia. Final authority for assistance awards resides with the USAID/Russia Mission Agreement Officer.

Prospective Applicants are advised that all activities funded under this APS will be required to comply with the Russian Federal Law # 18-FZ, "On Introducing Amendments to Certain Legislative Acts of the Russian Federation" dated January 10, 2006. Copy of the new law can be found in Rossiyskaya Gazeta of January 17, 2006 (at its web site at www.rg.ru and in Russian Legal Data bases).

Applications will be accepted by the USAID/Russia Mission at any time from the date of this announcement until 5:00 p.m. Moscow Time, June 21, 2007.

While any type of organization is eligible for the award, it is USAID policy not to award profit under assistance instruments (grants and cooperative agreements). However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the grant program and are in accordance with applicable cost standards, may be paid under the assistance instruments.

The grants/cooperative agreements will be administered in accordance with 22 CFR 226, Series 300 of USAID's Automated Directives System (ADS-300) and relevant U.S. Office of Management and Budget (OMB) Circulars.

Applicants can find copies of these documents by referring to USAID Homepage at the following links: <http://www.usaid.gov/policy/ads/cfr.html#22>;

<http://www.usaid.gov/policy/omb.html> and
<http://www.usaid.gov/policy/ads/300/303maa.pdf>

The federal grant process is now web-enabled. As of December 19, 2005, grant and cooperative agreement Request for Application (RFA) and **Annual Program Statement (APS)** announcements, modifications to the announcements, and the corresponding application packages must be posted via Grants.gov on the World Wide Web (www) to allow for electronic submission of applications, however, the hard copy submissions are still preferred by USAID/Russia. This APS and any future amendments can be downloaded from this website www.grants.gov. It is the responsibility of the recipient of the application document to ensure that it has been received from www.grants.gov in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

If your organization decides to submit an application, it should be received at USAID/Russia by the closing date and time specified by this APS. To be eligible for award, the applicant must provide all required information in its application, including the requirements found in

any attachments to this Grants.gov opportunity. Applicants must submit the full application package by one of the methods indicated in Section III of this APS.

Applicants are requested to submit both technical and cost portions of their applications in separate volumes and in electronic format (CD or e-mail). If the application is sent via e-mail or submitted through www.grants.gov, a CD submission is not required. Awards will be made to those responsible applicants whose applications offer the greatest value.

Issuance of this APS does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of an application. In addition, final award of any resultant grant(s) cannot be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant; should circumstances prevent award of a cooperative agreement, all preparation and submission costs are at the applicant's expense.

Any questions or comments concerning this APS should be submitted in writing to Orion Yeandel, Agreement Officer via internet at oyeandel@usaid.gov or Galina Ponkratova, Acquisition Specialist via gponkratova@usaid.gov.

Sincerely,

Orion Yeandel
Agreement Officer
USAID/Russia

Table of Contents

I.	Background	5
	Sectors and Program Objectives	6
II.	Purpose of APS and Qualifying Criteria for Prospective Alliances	7
	Alliance Partner Eligibility	7
	Program Eligibility Criteria	7
	Leverage	8
III.	Application Instructions, Review Process, Evaluation Criteria and Schedule	8
IV.	Awards to Alliances	10
V.	Annexes	10
	A. SECTORAL AND TECHNICAL PROGRAM PRIORITIES	11
	B. DUE DILIGENCE CONCERNS	15

I. Background

USAID/Russia cooperates with Russia in the areas of health, economic development, and democracy. USAID's programs currently implemented by expert Russian and international organizations and associations include but are not limited to:

- Community Development
- Support to Independent Media
- Strengthening Local Governance
- Improving Citizens' Access to Justice
- Assistance in Policy Formulation and Implementation
- Development of Small- and Medium-sized Enterprises (SMEs)
- Prevention of HIV/AIDS, and Tuberculosis, and other communicable diseases
- Promotion of Maternal and Infant Health
- Improvement of Child Welfare

Implementing its programs, USAID/Russia has developed successful models that may be replicated in other Russian regions. It also has fostered the development of strong Russian organizations that are now capable of designing and implementing various development projects.

To replicate the existing models more widely and to start new programs with new ideas and resources, USAID/Russia solicits applications to create Development Alliances. An anticipated Development Alliance would include USAID/Russia and one or more organizations, each bringing its resources (money, technologies, experience or expertise) to jointly work on solving Russia's development problems.

A program designed by the Development Alliances shall be implemented by an organization (Implementer) which has extensive field experience. USAID/Russia award under this APS would be given to an organization selected as an Implementer, rather than to the Development Alliance as a whole. Applicants may choose to become an Implementer themselves, select one of the organizations implementing current USAID programs, or hire an external Implementer. Note: typically, an Alliance partner providing a financial contribution cannot be an Implementer, unless specifically approved by USAID/Russia.

The USAID/Russia's concept of Development Alliances is closely patterned on the Agency's Global Development Alliance (GDA) model. Under the GDA, USAID invites private companies, foundations, NGOs, governments at all levels, and individuals to become alliance partners. The alliance partners provide resources and new ideas to match USAID funding and expertise in implementing development programs. Please refer to the USAID's website at <http://www.usaid.gov/gda> for more information about the history and objectives of the GDA. Also included there is a resource titled "Tools for Alliance Builders" (http://www.usaid.gov/our_work/global_partnerships/gda/tab.html) which contains in-depth information to assist in the due diligence process, as well as mechanisms and approaches to alliance formation.

All Development Alliances partners both contribute to and benefit from joint work. Private companies making financial and in-kind contributions are motivated by corporate social responsibility (CSR), a subject that has evolved greatly in the last decade. Socially responsible corporate performance can improve financial performance, reduce operating

costs, improve the communities in which their employees live, enhance brand image and reputation, and increase sales and customer loyalty, among other benefits. CSR also meets investor expectations and creates shareholder value.

NGOs' involvement provides an important sense of legitimacy for Development Alliances, as it ensures that humanitarian, community-based interests will be represented in the relationship. NGOs may offer the advantages to deploy assistance more quickly than official donors, and to work smoothly with governments and communities with which they have established relationships. Working in a DA, NGOs have good opportunities to achieve their goals more effectively, increase their expertise, build relationships, and gain recognition.

Local and regional governments strive to raise the quality of life of their citizens, improve the investment climate, enhance efficiency of managing their budgets, and improve their communities in other ways. They bring financial and in-kind resources to alliances. With USAID expertise and financial contribution, local and regional governments are able to expand the breadth and the depth of their social and economic work, and improve the efficiency and impact of their investments.

USAID/Russia provides leadership by bringing together potential alliance partners around a specific development issue. This convening power has proved to be a powerful tool to inform potential partners about the possibilities of the new model, and to generate ideas for new alliances. USAID also contributes financially to alliance development and implementation. USAID's staff assesses needs for assistance through field visits, surveys, and interviews; prioritizes programs for support by analyzing policy, legislation, community needs, and funding availability; negotiates with federal, regional or local authorities policy changes that will increase the development impact of the alliance's work; and monitors progress by visiting program sites, reviewing implementers' reports, and meeting frequently with counterparts.

Sectors and Program Objectives

This Annual Program Statement (APS) is to support activities that will start quickly and respond to critical developmental needs.

The sectors listed below represent the areas that will be considered for award by the USAID/Russia.

- **REGIONAL AND COMMUNITY DEVELOPMENT**
- **CIVIL SOCIETY STRENGTHENING**
- **RULE OF LAW AND HUMAN RIGHTS**
- **HEALTH**
- **SME DEVELOPMENT**

Please see [Annex A](#) for a full discussion of the sectors and programmatic activities for which the USAID/Russia seeks to develop Development Alliances.

II. Purpose of APS and Qualifying Criteria for Prospective Alliances

This APS seeks applications that propose alliances to implement development programs in Russia in one or several sectors listed above. USAID/Russia will review alliance applications using a process described in Section III of this APS to make a decision about joining a proposed alliance and making a contribution to it.

There is no dollar value limit for the amount requested from USAID/Russia; however, the minimum award threshold will be \$100,000 per year. The actual number of awards under this APS is subject to the availability of funds and the size of the applications received. All applications will be evaluated in terms of their contribution to USAID development objectives in Russia. USAID/Russia reserves the right to make multiple awards or no awards at all through this APS.

Alliance Partner Eligibility

This APS focuses on establishing Development Alliances to define a need and its solution, and to combine resources to achieve far-reaching, mutually agreed-upon results. Potential partners include: private and government-owned companies, foundations, NGOs, educational institutions, governments at all levels (municipal, regional, and Federal governments), individuals, and consortia of the above. Consortia that bring multiple perspectives, skills, and resources are encouraged. USAID/Russia encourages both organizations that have experience of working with USAID and those that have no such experience. The above list of potential partners is for illustrative purposes only. We welcome other types of partners as well.

Alliance partners should be ready to contribute resources in an amount at least equal to that requested from USAID.

Due Diligence Concerns

Due diligence requires that the U.S. Government enters into alliances with organizations and individuals who exhibit fiscal responsibility, character, and integrity. [Annex B](#) sets forth a number of questions, which, if applicable to the organization and program, will be factored into the selection process for an award. Not all of the questions/issues are appropriate for all situations. Although it is not mandated, potential partners are welcome to provide any information deemed useful.

Program Eligibility Criteria

To be considered for funding under this APS, alliance applications must:

1. Have clearly-defined targets, objectives, milestones, and ways of measuring and documenting achievement.
2. Offer significant new, non-USAID resources – whether money, technologies, experience or expertise (for more details see under “[Leverage](#)” below) – at least equal in dollar value to that provided by USAID. Degree of leverage is a very important element of an application, and may be a deciding factor in making an award.

3. Address the development needs of the Russian Federation.
4. Contribute to one or more of the USAID/Russia's high priority sectoral and programmatic objectives (see Annex A).
5. Offer promise of significant developmental impact, as measured, for example, by the number of direct and indirect beneficiaries of the program, and/or by the potential for replication or scaling-up over time.
6. Appear feasible from a technical, economic, financial, and social perspective.
7. Demonstrate how the impact of the project will be sustained and replicated after USAID funding ends.

It is expected that programs may last from 12 to 36 months. There will be a minimum award size of \$100,000 per year. Awards are for one-time only and are not renewable or extended.

Leverage

The purpose of the Development Alliances is to multiply the impact of USAID budget resources. Development Alliances therefore must bring significant additional new, non-USAID resources – whether money, technologies, experience or expertise – to address Russia's development problems. To qualify for USAID/Russia funding under this APS, an alliance must convincingly demonstrate that partners are able and willing to collectively contribute to the proposed program significant resources that are at least equal in dollar value to the level of resources sought from USAID/Russia (i.e., at a minimum ratio of 1:1, but preferably greater). Out of the total partner contribution, cash should be equal in dollar value to not less than 25 percent of USAID's share.

Further, it must be shown that these resources, in combination with the support sought from USAID/Russia, will be sufficient to achieve the goals and objectives of the proposed project or program.

It is this expectation of significant leverage of non-USAID resources, in combination with joint planning and sharing risks and benefits that defines the Development Alliances as clearly distinct and different from ordinary donor or foundation grants and those activities that USAID/Russia supports.

III. Application Instructions, Review Process, and Evaluation Criteria

All application concept papers must be mailed to:

Orion Yeandel
Agreement Officer at the USAID/Russia,
Novinsky Boulevard, 19/23
Moscow 121099
Russian Federation

The applications must be in English. One original and five copies, plus an electronic copy via e-mail to oyeandel@usaid.gov are required.

Application concept papers are strictly limited to no more than five (5) pages in length (including the one-half page of budget information) using 12-point font. Application concept papers should be concise, technically sound, and demonstrate a clear sense of the applicant's key objectives, leverage, and ability to carry out the program.

Application concept papers should include the following information:

- An outline of the alliance structure, including the respective role of each alliance partner;
- A description of the anticipated leveraging in terms of the dollar value of non-USAID resources provided by alliance partners equal to or exceeding resources sought from the USAID/Russia, as well as a description of resources to be provided by partners and approximate value;
- Articulation of the problem being addressed, reason that USAID resources are required to address it, and proposed means of addressing it;
- The numbers and types of beneficiaries that will benefit from the alliance activity;
- An illustrative budget that identifies the total estimated cost of the program with a clear breakout of major expense categories (up to half (1/2) a page; no proprietary cost information such as indirect cost rates should be submitted at this stage).

Review Process. The application process involves two stages. Applicants will be asked to submit short concept papers to USAID/Russia for review. The review of the application concept papers will be to determine: (i) whether the proposed alliance meets formal application requirements; (ii) whether it adequately addresses USAID priorities; and (iii) whether it will significantly leverage USAID funds. At the conclusion of this process, some of the selected applicants may be invited by USAID/Russia to develop a full project application.

Application concept papers will be evaluated using the following criteria:

1. Proposed Alliance Program
 - a. Does the program have well-defined and achievable objectives?
 - b. Does the program have the potential to yield significant development results?
 - c. Does the program address one or more of USAID/Russia's, high priority sectoral and programmatic objectives (see [Annex A](#))?
 - d. Does the program appear technically and financially feasible?
 - e. Is the social, health, or economic impact significant in comparison to the funds to be expended?
2. Prospective Alliance Partners
 - a. Do the potential alliance partners meet ethical standards?
 - b. Is there evidence in writing of commitment by partners?
3. Leverage
 - a. Are the partners, collectively, able and prepared to contribute significant resources (monetary and in-kind, technology transfer, management expertise,

etc.) that are at least equal in dollar value (1:1 leverage) to the resources they are seeking from USAID?

- b. What is the leverage value? All other things being equal, the more leverage offered, the better chances are for the program approval.

IV. Awards to Alliances

If concept papers are selected for further consideration, the applicants will be invited by USAID/Russia to develop a full project application. Based on the results of the review of the full program descriptions, USAID/Russia will select applications, if any, that it intends to fund, and will proceed to negotiate an award with each successful applicant subject to availability of funding. At this time USAID/Russia will also inform applicants if additional information is required or if a decision has been reached not to fund a full application. Following favorable negotiations with applicants selected for funding, a Memorandum of Understanding (MOU) will be executed between USAID and alliance partners that clarifies the roles and responsibilities of each alliance partner.

V. Annexes

[ANNEX A – SECTORAL AND TECHNICAL PROGRAM PRIORITIES](#)

[ANNEX B – DUE DILIGENCE CONCERNS](#)

ANNEX A

SECTORAL AND TECHNICAL PROGRAM PRIORITIES:

REGIONAL AND COMMUNITY DEVELOPMENT

CIVIL SOCIETY STRENGTHENING

ACCESS TO JUSTICE (RULE OF LAW AND HUMAN RIGHTS)

HEALTH

SME DEVELOPMENT

USAID works in the following areas in Russia.

REGIONAL AND COMMUNITY DEVELOPMENT

USAID-supported organizations help to develop and advocate federal policies to strengthen institutions of local self-governance, and make them more accountable, transparent, and responsive to citizens needs, including development of new models of effective social program administration, better targeting of benefits to those in need, and increased efficiency of service delivery through competitive procurement with local civil society and municipal organizations. USAID is supporting the development and implementation of various inter-governmental fiscal and budget policy reforms promoting greater transparency in government budgeting and in performance-oriented budgeting at both the federal and regional levels. USAID continues to promote collaboration among business community, non-government organization (NGO) representatives, and local authorities on combating corruption, and improving the investment climate.

USAID/Russia has been working in all Russian regions. However, special focus is now placed on a limited number of geographic regions or communities. These include regions that hold promise for demonstrating models that can eventually be replicated more widely in Russia and those that provide special opportunities or manifest special needs.

Two emphasis regions are the RFE and the North Caucasus. The RFE has needs distinct from those of European Russia. It is a region that is undergoing a major transition in the face of countervailing forces - - costs imposed by a cold climate, vast distances and a weak infrastructure against a rich bounty of natural resources - - which are producing major shifts in population and wealth and posing major challenges for governance, social welfare, and stability. The benefits from natural resource extraction are flowing largely to Moscow, leaving people in the RFE feeling disenfranchised with many basic needs unmet and creating a potential source of discontent and instability.

The North Caucasus presents issues of remarkable ethnic, historic, religious and economic complexity. With elements of on-going and post-conflict societies, its socio-economic indicators are at or below levels for sub-Saharan Africa. This reality has dramatic

implications for regional stability and Russia's democratic future. It also affects U.S. interests in sustaining an effective partnership with Russia in the global war on terrorism.

Work in the North Caucasus region is high risk. There is no guarantee of success, but the potential exists to make a meaningful impact that would support political, social and economic stability in the region. USAID/Russia worked initially through the United Nations and its agencies and other established organizations already working in the region. This work is now evolving to increased direct programming as trust of the GOR and regional and local authorities grows, to support civil society organizations, SMEs, media, local government, and local economic development.

STRENGTHENING CIVIL SOCIETY

USAID/Russia employs a multidimensional strategy to strengthen civil society, which encompasses:

- strengthening the capacity of various non-profit organizations to effectively serve their constituencies, and advocate for better policies in community affairs, environmental protection, healthcare, education, small business development, social services and other issues;
- enhancing ways for citizens to participate in local governance, and building civic competence in youth;
- promoting community service, volunteerism, and philanthropy development (including long-term funding of NGOs), and
- supporting joint efforts of local government, businesses and citizens to address societal needs and contribute to local community development.

The last 4-5 years has witnessed a growing number of partnerships between NGOs and government, and between NGOs and business, to address development needs and improve quality of life in the territories. There is an increased number of corporate social programs, charitable events and others means through which business reinvests in the community. USAID/Russia seeks to support alliances that further enhance this type of cooperation.

ACCESS TO JUSTICE (RULE OF LAW AND HUMAN RIGHTS)

USAID supports the development of a fair and independent judicial system; the evolution of the legal profession; and the use of legal mechanisms to permit citizens, especially disadvantaged minorities (e.g., the disabled; refugees, migrants, and internally displaced persons; victims of sexual or other discrimination; etc.) to assert or defend their rights. Illustrative examples of areas in which USAID has supported work on access to justice and rule of law and human rights include, but are not limited to:

- strengthening the ability of practicing lawyers and NGOs to better serve the needs of citizens for legal services;
- promotion of greater access by the public and by legal professionals to information about the work of the courts (as through publication of court decisions and other

information about the work of judicial bodies) and promoting reform of court procedures;

- encouragement of compliance with Russian law (e.g., law guaranteeing an education to the disabled);
- encouraging compliance with international norms (such as those contained in the jurisprudence of the European Court of Human Rights);
- strengthening the role of lawyers' associations in areas such as continuing legal education and self-regulation of lawyers' ethics;
- promotion of innovative forms of legal education for future lawyers (such as through law school legal clinics), for practicing lawyers (through continuing legal education), and for judges (through judicial education).

HEALTH

During the last decade of assistance USAID's work in health has had a number of positive results, including a falling rate of abortion, improved rates of TB treatment, improved primary health care standards, greater municipal funding for health care in some areas, and decreases in the number of abandoned and vulnerable children. It is one of key USAID's priorities to continue assistance to develop public health; increase access to safe, acceptable infectious disease prevention, treatment, care and support services; and increase the number of successful models adapted and replicated in Russia to combat such major infectious diseases as HIV/AIDS, TB and Hepatitis C.

Another important focus of USAID health portfolio is to support interventions in the area of non-communicable disease prevention and treatment. USAID acknowledges that an overwhelming proportion of the premature deaths that occur in Russia (and which account in large part for the expected one-third drop in population over the next generation) come from non-communicable diseases (e.g., diabetes, heart disease, lung disease, etc.), especially those related to alcoholism and smoking.

Another important priority is USAID's work to reduce abortions and improve reproductive health. Modern practices in these areas have been enthusiastically adopted in the pilot regions where USAID/Russia has worked. USAID/Russia is interested to replicate these practices to additional regions. In the maternal health and family planning area, there is a vital need to continue to integrate HIV/AIDS services into maternity, family planning, and women's centers so that they can effectively deal with the problem of mother-to-child transmission of HIV/AIDS. Programs to prevent unwanted pregnancies among HIV-positive woman will reduce child abandonment (95 percent of HIV positive mothers who abandon their children at birth had unplanned pregnancies).

Finally, there are more than one million children in Russia who are abandoned, institutionalized or homeless. USAID seeks applications to improve the quality and quantity of direct medical-social services to reduce the number of children in institutional care, including children abandoned because of HIV/AIDS issues. Policy work and advocacy is intended to reduce stigmatization and help in social integration.

SME DEVELOPMENT

Unlike many developed countries, the economy in Russia is dominated by large businesses. Development of small- and medium-sized enterprises (SMEs) opens a wide range of opportunities in different areas for different people, creating jobs, generating additional tax revenues and providing income for Russian citizens. A strong SME sector comprised of flourishing small and medium-sized enterprises supports economic growth, increases employment, and helps develop Russia's middle class. However, there are many obstacles in the way of SME development. Many Russians do not possess knowledge of basic business practices, have no access to capital, and need support to start and run their businesses. With access to consulting, training, credit, information, and other support services, the SME sector will create lasting employment and play an increased role in driving economic growth. Also, bureaucratic procedures and administrative barriers make it difficult to receive registration documents and start a new business. Working with administrations to remove administrative barriers creates a favorable environment for SME development.

Taking this into account, USAID/Russia seeks to develop alliances that improve business skills, increase access to credit, enhance provision of affordable business services and business trainings, promote a high-standard business information culture, and cooperate with administrations to remove administrative barriers.

ANNEX B

DUE DILIGENCE CONCERNS

Private Sector Companies:

(1) What is the company's public image? Has there been anything in the media that would reflect negatively upon the company? If so, how has the company dealt with significant negative publicity? Have there been tensions between the community and the company? Have there been country-specific tensions? Are there any pending lawsuits against the company?

(2) What is the company's financial integrity? Is the company a publicly traded company? Does the company publish an annual report? Does the company have audited financial statements? Has the company been in business for several years?

(3) What is the company's reputation for ethical business dealings? Does it have a code of ethics? Does it promote an ethics policy? Does it have an anti-corruption policy?

(4) To what extent has the company been involved in the production or sale of tobacco, armaments or other socially sensitive issues? Is the company business tobacco or firearms? Is the company a subsidiary of a parent company that manufactures or sells the above products? Does the company have a policy that is sensitive to the situation of indigenous people? Does the company have a policy sensitive to the issues of involuntary settlement? Does the company have a policy regarding the safety of dams? Does the company have projects in disputed land areas?

(5) What is the company's personnel policy regarding workplace issues? Does the company have an employee policy handbook? Does the company have a policy governing the promotion, and hiring of children, minorities, and women? Does the company have a non-discrimination policy? Is the company accepting of unions or attempts to organize a union? Does the company have a health and safety action plan for workers? Does the company have a policy for codes of conduct, labor standards? Is the company free from allegations of child or forced labor?

(6) What is the company's position on action for the environment? Does the company perform, or have performed environmental assessments? Does the company develop environmental reports, action plans? Does the company have a green audit for environmental performance? Is the company's environmental performance record made available to the public? Is the company ISO certified? Does the company have a natural habitat's policy? Do the company's products minimize adverse impact on environment? Does the company have a forestry issues policy?

(7) What is the company's action to promote social responsibility and community development in the countries where it is doing business? Has the company adopted standards to govern international operations and practices (labor standards)? For companies with large concessions (oil, gas, hydro) that employ security programs ... does the security policy anticipate the potential for security subcontractors to create human rights violations? Does the company have statements or reports on the practical commitment to corporate social responsibilities?